



U.S. Army War College

Developing Army Strategic Thinkers in an Age of Austerity



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Strategic Thinking in the Army Context

Mostly Innate

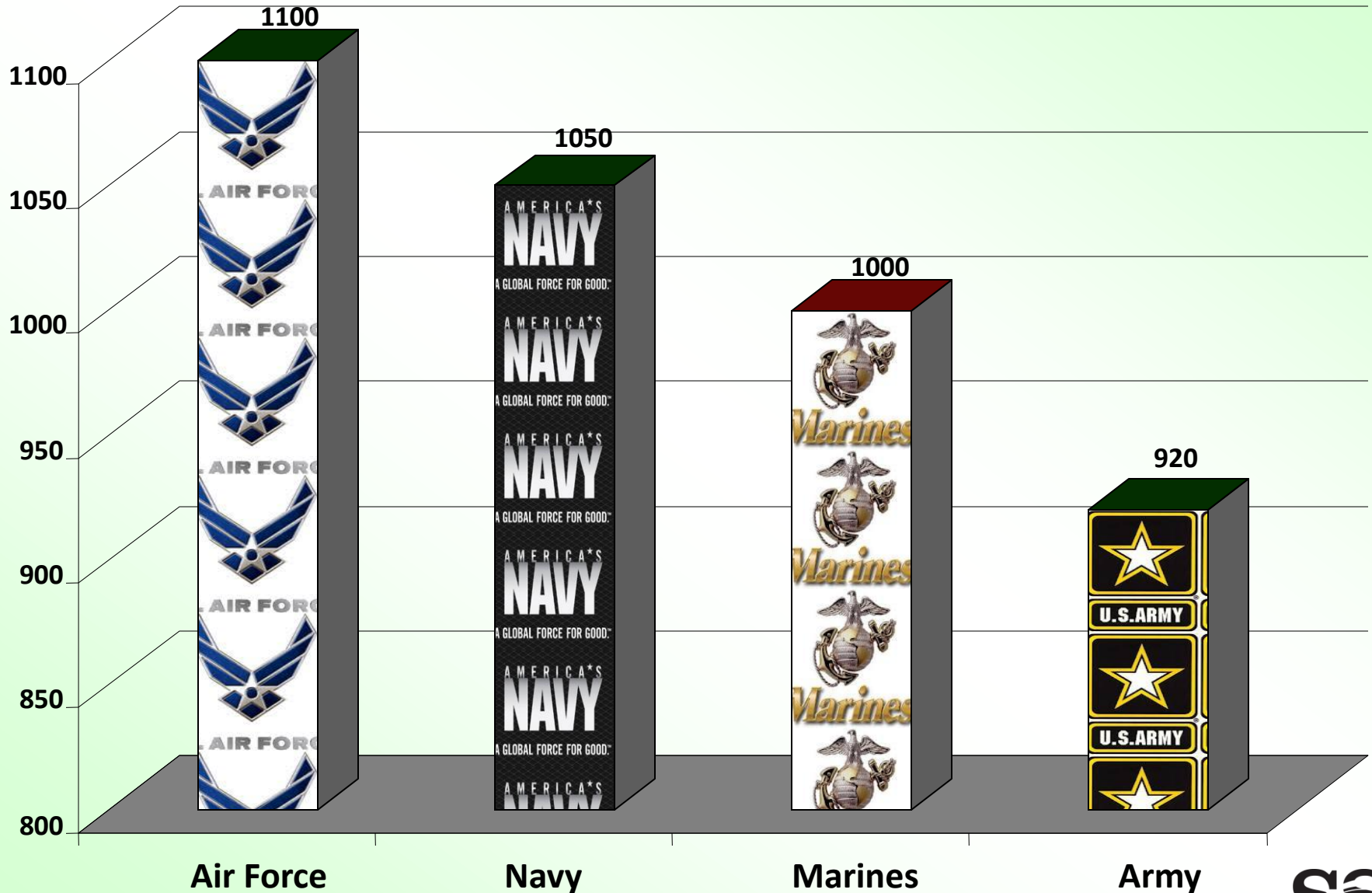
Conceptual skills
Openness

Mostly Learned

Frames of reference development
Enterprise understanding

Conceptual Skills

Minimum SAT Score



Conceptual Skills

Subtle Messages About Intellectual Prowess



U.S. ARMY

ROTC OML Model

Academic Program (40%)

(40.00%) Cumulative GPA (includes ROTC GPA)
(Spring Semester, most current)

*Green numbers are percents of the
total OMS score (out of 100 points)

Leader Program (60%)

Military (45%)

- (6.75%) **15%** WF Performance (E/S/N)
- Leadership positions (1.28%)
- Leadership attributes/skills/actions (1.91%)
- (11.25%) **25%** WF PLT TAC Evaluation (E/S/N) (1.91%)
- (4.50%) **10%** WF Land Navigation (1st score)
- (6.75%) **15%** Cadet Training / Extracurricular Activities (9.56%)
- PMS Experienced Based Observations (0.375%)
- (6.75%) **15%** PMS MSIII CER OML (0.375%)
- (4.50%) **10%** PMS Accessions OML (1.50%)
- (4.50%) **10%** PMS Accessions Potential Comments
- (2.25%) **5%** Language/Cultural Awareness

Physical (15%)

- 85%** APFT
- 10%, Campus (most current fall semester)
- 15%, Campus (most current spring semester)
- 75%, WF (1st score)
- 5%** Swimming
- 50%, Campus Cadet Cmd Swim Test
- 50%, LDAC CWST
- 10%** Varsity, Intramural, or Community Team Athletics

Warrior Forge, Platoon Top Five = 1 point added to final OMS
RECONDO = 0.5 point added to final OMS



US Army Cadet Command

Openness

The After Action Review



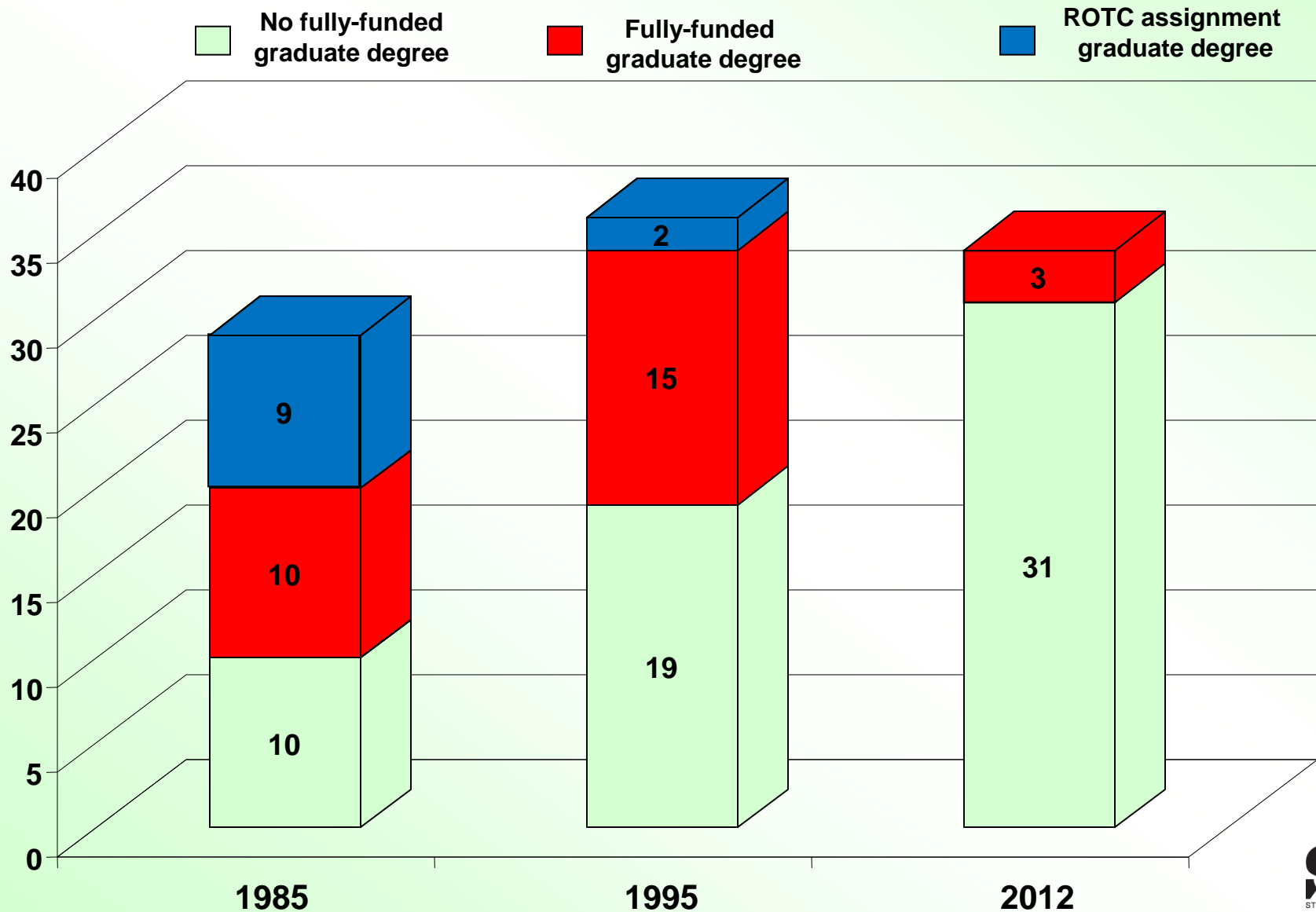
59% agreed with:
My unit or organization encourages the frank or free flow discussion of ideas.

US Army War College

- **Mean for openness in Army students is below societal average**
- **Officers selected for brigade command are below USAWC mean**

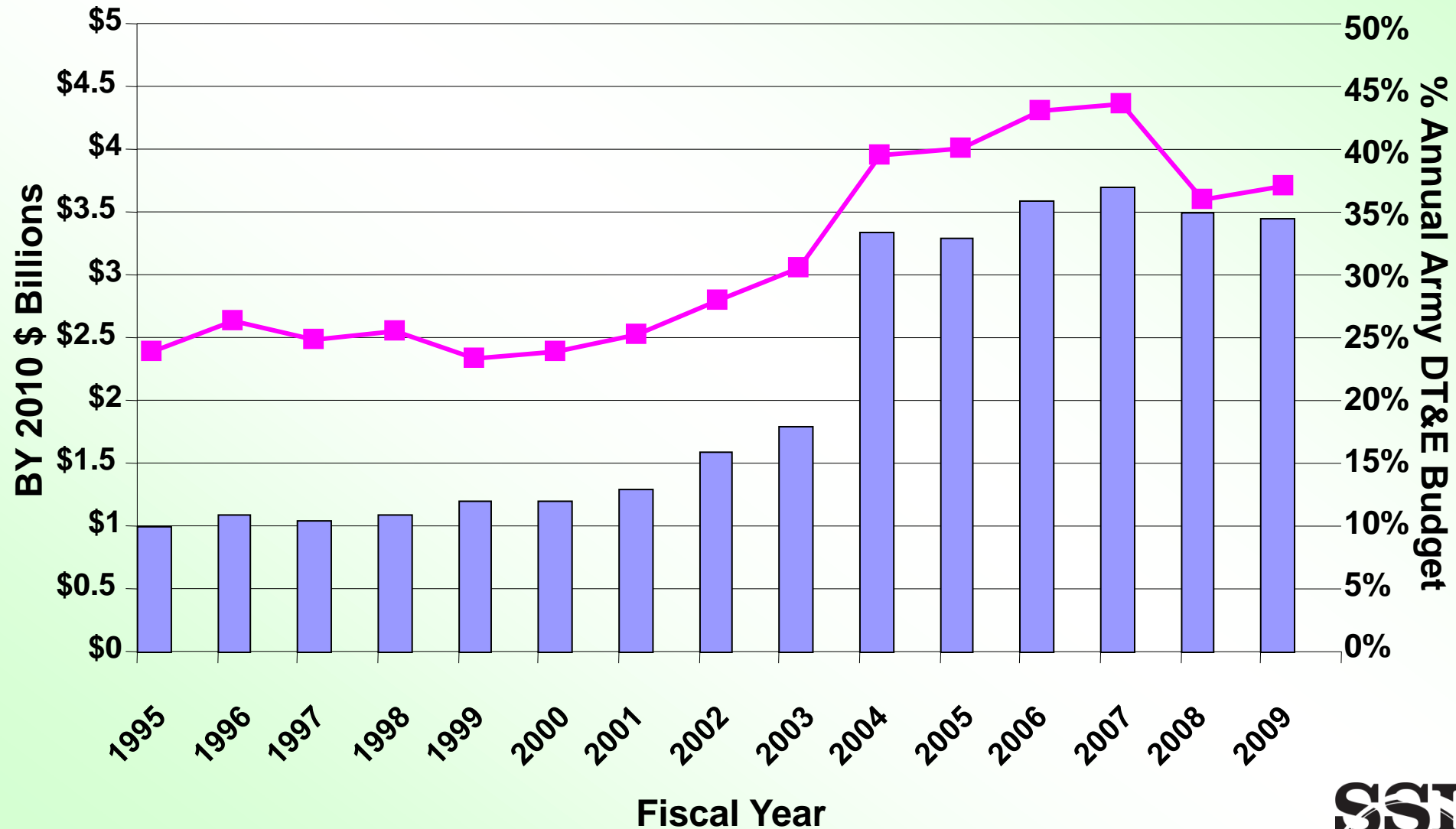
Frames of Reference Development

Infantry Officers at the Army War College



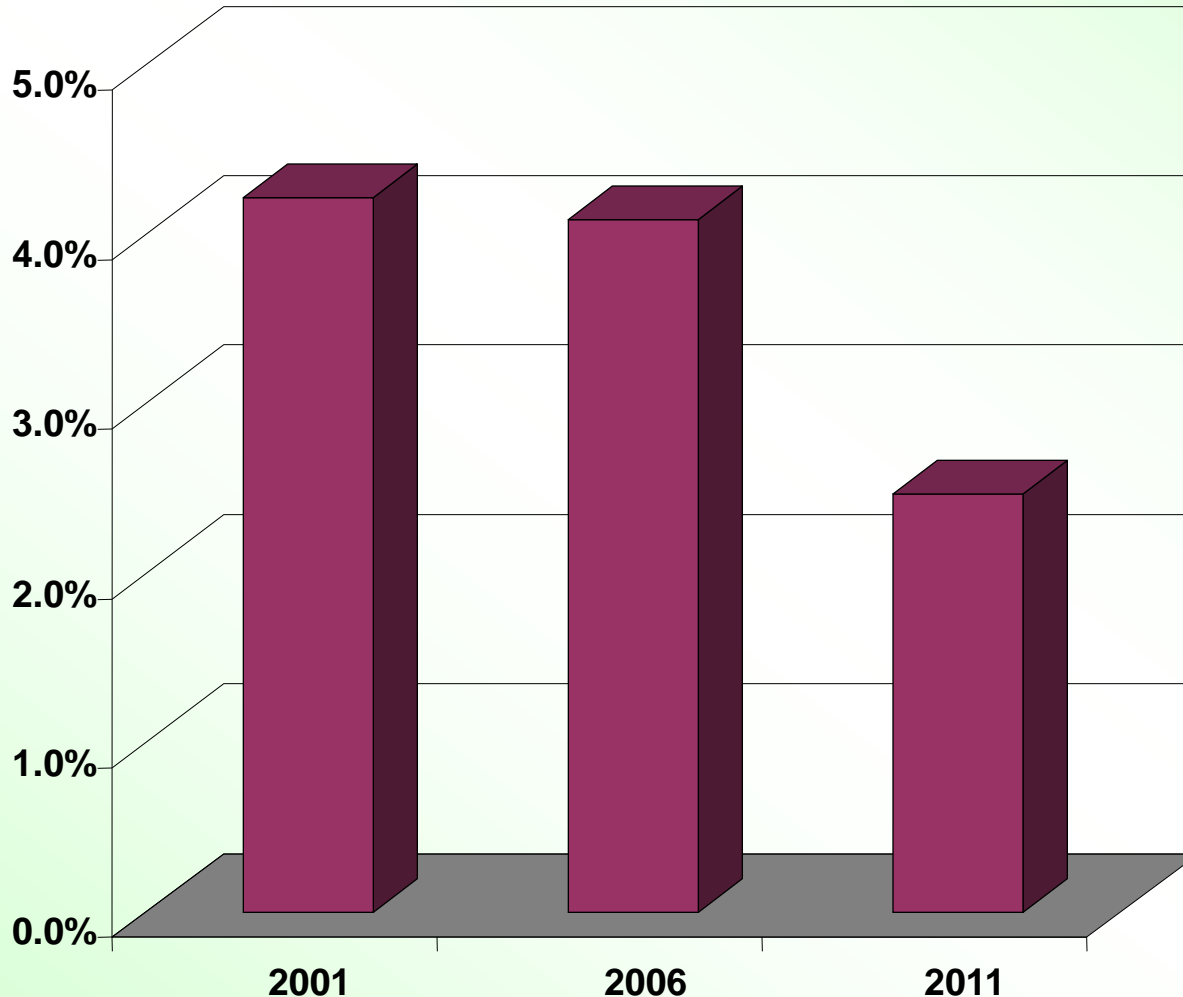
Enterprise Understanding

Army Development Test and Evaluation Funding Lost on Cancelled Programs



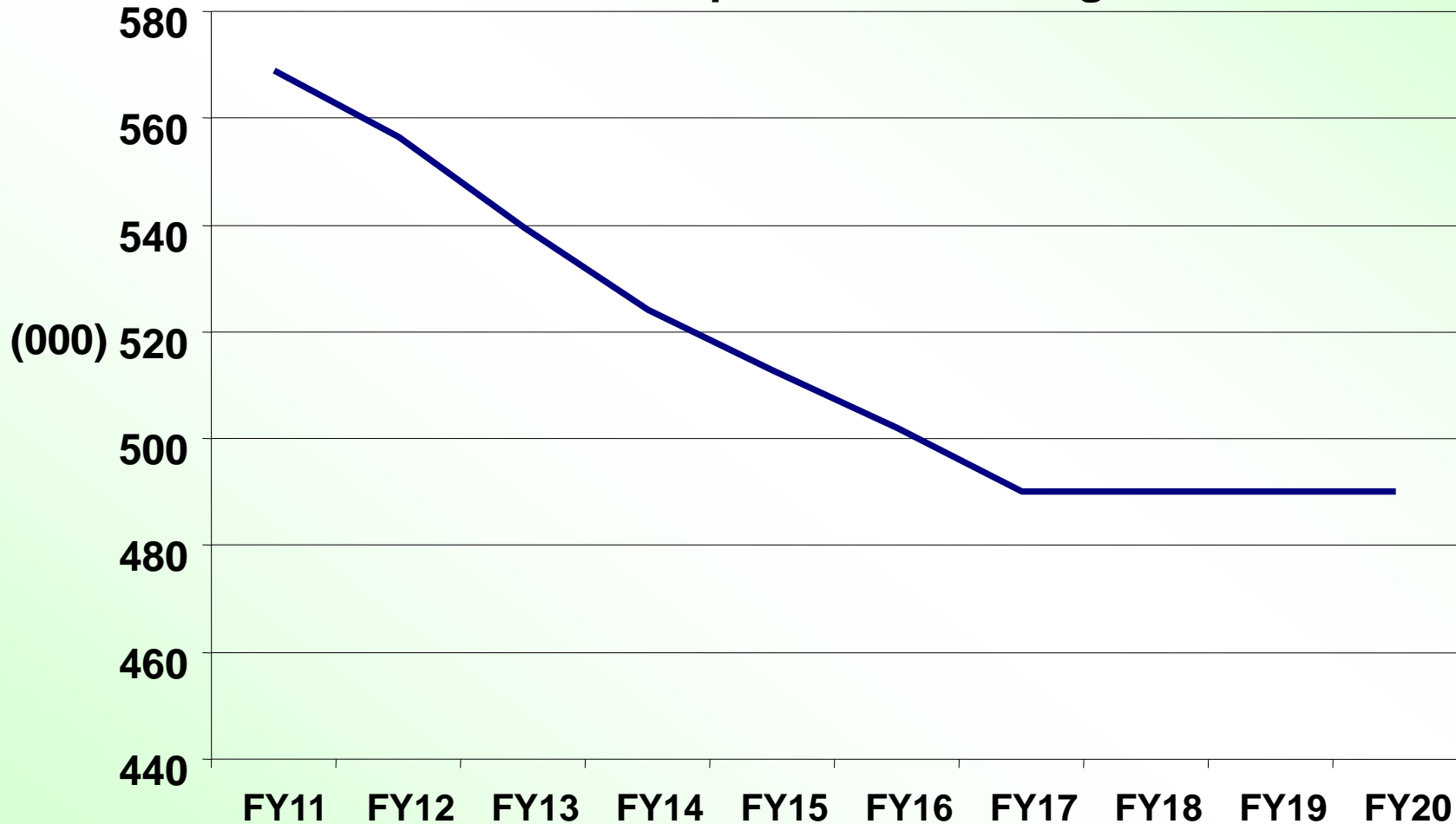
Pentagon Time for Senior Officers

Percentage of MFE Officers' Career Spent in Pentagon
Prior to Attendance at Senior Service College



Personnel Austerity

Active Component Endstrength



Developing Strategic Thinking During Austerity

	Conceptual Skills	Openness	Frames of Reference	Enterprise Understanding
Accessions	X			
Assignments			X	X
Assessments	X	x		
Adjust OPMS XXI			X	X



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